

**Arizona Department of Health Services
Division of Behavioral Health
Corrective Action Plan in Response to the 2004 Independent Review**

November 1, 2004 – April 30, 2005

Vision Statement:

To provide a method to achieve sustainable improvements in the quality of services received by persons determined to have a serious mental illness in Maricopa County.

Goals:

- Goal 1:** Develop and maintain an organizational and leadership structure to support staff and providers that results in positive clinical outcomes for persons determined to have a serious mental illness.
- Goal 2:** Consumer driven assessments and treatment plans will be completed according to the treatment planning principles and in a timely manner for all consumers.
- Goal 3:** Services meet the expectations of the Maricopa County Case Management and Clinical Team Services Plan.
- Goal 4:** There is a sufficient network available to provide services, and services are provided as needed.
- Goal 5:** ADHS will provide proactive and concurrent oversight to ensure ValueOptions' adherence to treatment requirements for persons determined to have a serious mental illness.
- Goal 6:** There is sufficient funding to provide services as needed.

Corrective Action Plan (C.A.P.): Goal 1

| Strategy | Action Steps | Responsible Party(ies) | Target Date | Measurement | Status <i>(include date of status update)</i> |
|---|---|------------------------|---------------------|---|--|
| Goal 1: Develop and maintain an organizational and leadership structure to support staff and providers that results in positive clinical outcomes for persons determined to have a serious mental illness. | | | | | |
| Strategy 1 Develop a Leadership Plan | Action Step 1 In collaboration with a management consultant, develop a leadership plan that, at a minimum: <ol style="list-style-type: none"> a. Articulates the organizational mission, goals and treatment philosophy. b. Defines the organizational structure for the Direct Care Clinics, their relationship to the RBHA administration, including network/service development. c. The structure shall support practice, service-planning principles, a culture of empowerment, engagement, and recovery; the principles and requirements as stated in R9-21 and the Maricopa County Case Management and Clinical Services Plan. d. Articulates authority, responsibility, accountability for functions and positions including but not limited to: <ol style="list-style-type: none"> 1. Specific lines of supervision; 2. Development, communication and implementation of protocols; 3. Facilities management (environmental improvements); 4. Work flow for Direct Care Sites; 5. Relationship between RBHA Administration and Direct Care Sites; 6. Mission, goals, and treatment | ValueOptions | Complete 9/15/04 | The Plan sufficiently addresses the identified items as determined by ADHS. | Initial Plan has been submitted and reviewed. |

Corrective Action Plan (C.A.P.): Goal 1

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|---|--|------------------------|---------------------|---|--|
| Strategy 1 Develop a Leadership Plan | philosophy of recovery. 7. Improved customer service operation for each clinic. 8. The clinical team’s ability to obtain services for individuals as identified in the treatment plan. e. Sustains improvement over time through: <ul style="list-style-type: none"> • Use of data; • Feedback on performance; and • Standardization among sites. f. Identifies opportunities/strategies for staff recognition. g. Incorporates communication strategies. h. Obtains input from stakeholders, consumers, families and staff in the development of the Leadership Plan. i. Includes consultation on business operations that incorporates feedback from the training and technical assistance and mentoring teams. j. Ensures that prior authorization policy is consistent with ADHS’ policy and A.A.C. R9-21. | ValueOptions | Complete 9/15/04 | The Plan sufficiently addresses the identified items as determined by ADHS. | Initial Plan has been submitted and reviewed. |

Corrective Action Plan (C.A.P.): Goal 1

| Strategy | Action Steps | Responsible Party(ies) | Target Date | Measurement | Status <i>(include date of status update)</i> |
|------------|---|---|--|---|--|
| Strategy 1 | Action Step 2 ValueOptions will submit revised Leadership Plan for review and feedback. | ValueOptions | Complete 9/24/04 | Plan is submitted. | |
| Strategy 1 | Action Step 3 ADHS, the Court Monitor and other stakeholders will review and provide feedback on the Leadership Plan. | ADHS Court Monitor Stakeholders | Complete 10/08/04 | Feedback is provided. | |
| Strategy 1 | Action Step 4 ValueOptions will revise the plan based on feedback. | ValueOptions | Complete 10/23/04 | Plan is revised. | |
| Strategy 1 | Action Step 5 ValueOptions will implement the Leadership Plan as approved by ADHS. | ValueOptions ADHS | Begin 11/1/04 Complete 2/1/05 | ValueOptions will report activities on the Leadership Plan on a weekly basis. ADHS will monitor activities and intervene as necessary to ensure progress. | |

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|---|--|------------------------|---|---|--|
| Strategy 2 Disseminate organizational changes identified in the leadership plan and revise Policies and Protocols to support the structural changes. | <u>Action Step 1</u> Communication and dissemination of organizational changes must occur prior to implementation and include: <ul style="list-style-type: none"> • Consumers and family members • ADHS • VO Staff • Other stakeholders • Providers | ValueOptions | Begin 11/1/04 Ongoing | Verbal and written communications articulating proposed changes and rationale are disseminated to all stakeholders. | |
| Strategy 2 | <u>Action Step 2</u> Incorporate applicable information related to the prior authorization policy into ValueOptions Provider Manual or applicable protocol(s) and inform clinical teams about the policy. | ValueOptions | Begin 11/1/04 Complete 12/1/04 | Policies and Protocols are re-written to expectations and approved by ADHS. | |
| Strategy 2 | <u>Action Step 3</u> Develop training for supervisors on revised protocols, Provider Manual and ADHS Practice Improvement Protocols. | ValueOptions | Complete 11/1/04 | Training is developed. | |
| Strategy 2 | <u>Action Step 4</u> ADHS will review and provide feedback on training curricula. | ADHS | Complete 11/8/04 | Feedback is provided. | |
| Strategy 2 | <u>Action Step 5</u> Train Supervisors on Provider Manual and applicable ValueOptions' protocol(s) and ADHS Practice Improvement Protocols. | ValueOptions | Complete 12/1/04 | Supervisors have received training. | |

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|------------|---|------------------------|--------------------|-------------------------------|--|
| Strategy 2 | <u>Action Step 6</u> Supervisors train all clinical staff. | ValueOptions | Complete 1/3/05 | Staff have received training. | |